

COMMISSIONER'S COLUMN

Efficiency calls for Lean thinking

Like most government agencies, NHDES's administrative processes are, in general, mandated by legislation, outlined in regulation, and detailed in standard operating procedures. These procedures are both written and unwritten, and accumulate as the years pass. As the years go by, procedures become ingrained, processes become repetitive with little thought given to the efficiency of such processes nor to the original reason the process was put in place. But change is coming.

Like government entities throughout the country, DES is faced with the challenge of meeting its mission with decreasing resources of staff and funding. However, following the example of government agencies in states like Iowa, Maine and Minnesota, New Hampshire state agencies are meeting this challenge. A set of organized problem-solving tools, collectively referred to as "Lean," has been used in many states, as well as New Hampshire, to drastically improve the efficiency of government.

"Lean" is not an acronym. The term refers to an organized approach to problem-solving that involves the people doing the work, graphically mapping the current situation—which involves surprises for all in practically every case—and then designing a

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Mr. Stewart goes to Haiti

As DES Water Division Director Harry Stewart prepared for his fifth trip to Haiti, he was hoping to collect enough money to help purchase at least one ton of rice—or approximately \$1,600—to help Haitians in Port au Prince in the aftermath of the devastating January 12 earthquake that made almost 1.3 million people homeless and caused over 250,000 deaths. To his surprise, within just six days, he had raised \$4,236 in donations from DES staff and other colleagues.

All donations were provided to "Foundation for Fundamentals," an organization based in Londonderry created this year by some friends of Stewart that ensures 100 percent of all donations go directly to Haiti. A large part of the funds raised at DES were used to purchase numerous 55-pound bags of rice. The rice was then placed into smaller bags for distribution to families with the greatest need determined by local Haitian leaders. Food deliveries were also made to Cite Soleil, which is often called the poorest area in the Western

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Top: Harry Stewart provided labor along with the \$4,236 he raised for food and supplies for some of Haiti's poorest children. Below: In LaSaline, three youngsters prepare to dive into a meal of rice, beans and chicken provided by donations made to the "Foundation for Fundamentals."

New DES book covers the geology of the Presidential Range

A new book and accompanying map that describes the bedrock geology and geologic history of the Presidential Range in the White Mountain National Forest is now available for purchase through DES. The book, entitled "The Presidential Range – Its Geologic History and Plate Tectonics," was written by Prof. Dykstra Eusden of Bates College, and published by Durand Press of Lyme, N.H. The book includes the cumulative mapping and research of several geology students under Dr. Eusden's supervision over 10 years.

The geologic mapping and digital representation was partially supported by the New Hampshire Geological Survey, a unit of DES, through the cooperative USGS STATEMAP Geologic Mapping Program. The book contains color illustrations and photographs of geologic features of interest located in the field and along the Mt. Washington auto road. The corresponding locations of the photo stops and features are identified on the map so hikers may find them in the field.

The accompanying geologic map is printed on weather resistant paper, and shows the geology of the mountains overlain on a shaded-relief topographic map that gives the viewer a 3-D interpretation of the landscape. State Geologist David Wunsch commented "Dr. Eusden's book and map contain a great combination of outstanding graphics and photos that complement the geologic history and story of the Presidential Range. This book will be a 'must have' for any hiker or naturalist who spends time in the White Mountains."

The book and map are only available in hard copy and may be purchased for \$25, plus shipping, from the DES Public Information Center at (603) 271-2975.

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desired situation that focuses on eliminating all sorts of waste and delivering the maximum value to the customer.

"Wastes" in this context refer to such things as: too much physical movement of documents or people; waiting to accumulate a "batch" before processing it; over-processing; gathering unneeded information; defects; and most importantly, not utilizing people's talents, attitudes, ideas and passions.

All of these forms of waste are inefficiencies, which mean that precious financial resources are not being used as productively as they might be. DES, and other New Hampshire agencies like the departments of Health and Human Service, Transportation, and Safety have embraced Lean principles to allow us to get our jobs done better and faster. I must emphasize that it is not--and will not be as long as I am here--a tool to eliminate positions or people. Rather, it offers us hope that we can get the routine work done more quickly and easily, so that we can move on to other important work, including the all the things that we've wanted to get to "when we have the time."

A key for success is allowing the staff who do the work to design the better processes. While process improvement, using Lean tools or not, cannot be done without unwavering management support, Lean cannot be done solely by mandate from above. I am committed to effectively empowering staff efforts to improve DES's processes using the Lean toolset.

A DES Lean team is in place and has been doing projects throughout the agency since mid-2009. There have been some successes. For example, by rearranging a review process in the Wetlands Bureau, a 23 percent rework in administrative completeness reviews was eliminated. Not only did that

remove a significant load from staff, it also removed a source of irritation for the customer – the applicants. Two bureaus in the Air Resources Division are now sharing information in ways they did not before, eliminating a class of unneeded duplicate inspections, which makes life easier both for staff and for the customer – the permittees.

Change is certainly hard. When you've had some success at what you're doing, change can be even harder. It's important to remember though, that the way we do our work is seldom as inevitable and unchangeable as we may think. DES is full of creative thinkers, and I look forward to seeing, and helping wherever I can, DES improve its processes. We need to do this to fulfill our mission.

Questions about DES's Lean efforts and the coordinating team can be addressed to Bob Minicucci at (603) 271-2941, robert.minicucci@des.nh.gov.

Tom Burack, *Commissioner*

ENVIRONMENTAL NEWS

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ARRA PROJECT HIGHLIGHT

M/S Mount Washington runs on “cleaner” engines

While taking in the sights surrounding Lake Winnepesaukee, visitors to the Lakes Region can now enjoy a cleaner, more fuel efficient cruise on the historic M/S Mount Washington. The 230-foot long vessel, which has operated on the state’s largest lake since 1940, was outfitted this past winter with two new engines with the help of DES and federal stimulus money. The new engines reduce emissions of particle pollution and nitrogen oxides, and operate more efficiently. This adds up to improvements in air quality, and a smoother, more enjoyable ride for the passengers.

The project was partially funded through a competitive EPA grant under the federal stimulus program targeted at diesel emission reductions. DES worked in partnership with NESCAUM

(the Northeast States for Coordinated Air Use Management) to secure the \$450,000 grant for the M/S Mount Washington, covering roughly 60 percent of the project’s costs.

The new Caterpillar 12-cylinder engines, which are certified to meet or exceed EPA’s Tier II emissions standards, replace two, 1946-vintage, eight-cylinder Enterprise engines. The vessel’s owner also voluntarily installed catalytic after-treatment devices on the engines to further reduce emissions.

At the inaugural shakedown cruise, DES Mobile Sources Supervisor Tom Fargo congratulated the ship’s owner and captain for their commitment to protecting New Hampshire’s natural resources.

For more information on this project, contact Fargo at thomas.fargo@des.nh.gov or (603) 271-1378. ■



Pepperweed: the Seacoast’s hot topic!

Pepperweed is an aggressive, invasive plant that has been found spreading northward from northeastern Massachusetts into New Hampshire coastal habitats. Once a population is established, it creates dense, single-species stands that out-compete local flora and make poor habitat for local wildlife. The NH Coastal Program needs your help finding the locations of new infestations, which require specific handling/removal techniques to prevent further spread. For information on how to identify the plant (which is easily mistaken for Queen Anne’s lace, marsh orach and marsh elder), see www.des.nh.gov and search “pepperweed patrol,” or call the Coastal Program at (603) 559-0028.

PROTECTING PUBLIC SAFETY

Taking the road less salted

At a spring workshop presented by DES and several partner organizations, more than 80 attendees heard from researchers, planners and salt applicators about water quality and public safety issues associated with the use of road salt.

More than 30 New Hampshire waterbodies are now impaired due to chlorides, the primary source of which is road salt application. In the southern I-93 corridor, where chloride impairments lead to a loading study, it was found that 95 percent of the chloride in the watershed came from road salt applied to state and local roads and private parking lots and driveways.

Michelle Daley, a research scientist at UNH, presented research results showing that in many parts of the state, chloride levels exceed standards even during the summer due to chloride-saturated groundwater.

Eric Williams, a watershed administrator at DES, noted that in the I-93 watersheds, private salt application contributes up to 50 percent of the chloride loading. At DES’s request, a bill (HB 1676) was filed this year to require certification and training of commercial road salt applicators,

and to provide liability protection for applicators who follow best management practices.

Mark Hemmerlein, water quality manager at DOT, described the improved techniques implemented by DOT on I-93 that have resulted in a 20 percent reduction in salt use. The techniques include applying liquid salt brine to the highway before storms to prevent ice bonding, pre-wetting road salt to reduce bounce and scatter, use of under-belly plows that get a better scrape leaving less snow and ice residue on the road, and electronic weather information systems.

Pat Santoso, a project manager at UNH, described new training methods he is developing to provide salt applicators with tools to improve efficiency in salt application.

After hearing several case studies from public and private sector salt applicators and researchers, the audience participated in a lively discussion about road salt and the delicate balance required to maintain public safety and clean water. It is clear that there are no easy solutions and that much more dialogue is needed to address road salt issues.

The workshop planners are already at work planning more events and opportunities to learn about road salt and ultimately to find common ground where water quality and public safety needs can both be met. ■

New stream crossing rules

New rules for the construction and maintenance of stream crossings, including everything from culverts to bridges, have been adopted and are in effect. Most of the new rules are in new chapter Env-Wt 900, but related changes have been made in Env-Wt 101 (definitions) and in Env-Wt 300, Env-Wt 500 and Env-Wt 800. The adopted rules are available at <http://des.nh.gov/organization/commissioner/legal/rulemaking/index.htm#awetlands>.

The stream crossing rules address three primary issues: public safety, protection of aquatic life and water quality, and consistency with federal requirements. At the same time, the rules accommodate forestry, agricultural, and trail construction and maintenance, while maintaining appropriate levels of oversight for such projects.

DES is developing outreach materials and a schedule of training sessions for various stakeholders. Materials and information on training dates, times and locations will be available at the Stream Crossings web page, http://des.nh.gov/organization/divisions/water/wetlands/streams_crossings.htm and the Wetlands Bureau web page, <http://des.nh.gov/organization/divisions/water/wetlands/index.htm>. Questions also can be directed to wetmail@des.nh.gov. ■

Landry, Marcoux honored for historical finds

It's not every day that DES staff unearth historic artifacts—or that they are awarded for finding them.

More than a year ago, DES began the removal of Maxwell Pond Dam in Manchester. The project, led by DES's Steve Landry, was to remove the decaying 125-year old structure and stabilize the renewed stream channel. The site of an ice harvesting company in the late 1800s and early 1900s, the former pond turned out to be loaded with antique ice harvesting implements that must have been dropped through the ice during the rush of the harvest, falling to the bottom of the pond where they lay encased in mud for a century. As the new river channel stabilized, pushing sediment through the system as it worked toward equilibrium, more and more implements revealed themselves in the new river banks. Some of the tool handles were stamped with the name "A. D. Maxwell," the original owner of the Maxwell Ice Company.

Recognizing the importance of the artifacts, Landry and co-worker Jeff Marcoux carefully photographed and catalogued their findings. Once the river stabilized and all of the artifacts were recovered, Landry and Marcoux presented them to the Manchester Historic Association for its permanent collection.

For their diligence and for going above and beyond their duties, Landry and Marcoux were presented with a "Historic Preservation Award" in the "Preservation of Historic Artifacts" category by the association.

MHA Executive Director Aurore Eaton commended Landry and Marcoux "for being sensitive to the historical importance of these artifacts and for making sure that they would be preserved and made available to the public." ■



Keene High takes state Envirothon title

Since 1991, the New Hampshire Association of Conservation Districts has sponsored Envirothon, the highly successful, secondary school environmental competition. This year's theme was "Protection of Groundwater through Urban, Agricultural and Environmental Planning," with Keene High School emerging as the overall winner of the state competition held recently at SNHU in Manchester. This is KHS's 14th state title in the program's 19-year history.

The New Hampshire Envirothon enhances the curricula and overall environmental education of high school students by encouraging focused study and skills development related to aquatic resources, forests, soils, wildlife, and current issues. Each year, staff from DES and other public and private organizations contribute their professional experience and training to the Envirothon to help train these future environmental stewards on how best to analyze critical issues of the day; and then evaluate their performance and ingenuity as they attempt to solve these real world problems.

Twenty-four teams competed in the day-long challenge held in May, with Souhegan High School taking second place. The Keene team will represent New Hampshire in the international competition to be held in August at California State U. in Fresno. Keene won the 2006 international competition.

"Envirothon has been my favorite activity in high school," said one ConVal senior, "and I feel privileged to have been a member of four ConVal teams. I have, without a doubt, learned more through my experiences on Envirothon than I have in many of my AP [advanced placement] classes."

Students and volunteers are already looking forward to the May 2011 Envirothon, which will feature estuaries as the special problem. ■

NH Climate Action Plan Annual Progress Review 2010 — Overview

Gov. John Lynch established the Climate Change Policy Task Force for New Hampshire in 2007 and charged the group to develop a plan for achieving the greatest feasible reductions in greenhouse gas emissions while also providing the greatest possible long-term economic benefit to the people of New Hampshire. Following 18 months of intensive efforts, the 29-member task force, with the help and participation of over 125 stakeholders and input from over 200 individuals, released the New Hampshire Climate Action Plan in March 2009.

The Climate Action Plan includes some 67 recommended actions for addressing the state's energy needs while also strengthening the economy and reducing the threats of climate change. One recommendation calls for a group of leaders from the business, non-profit and public sectors to come together to help track and support the plan's implementation. This group, known as the New Hampshire Energy and Climate Collaborative, began meeting in May 2009, recognizing that implementation of the recommended actions in the plan requires a broad committed and diverse effort across the state and across all sectors. The group also recognized the importance of tracking, communicating and reporting on progress toward implementation of the plan, as well as the importance of providing a forum—with oversight from the leaders of all sectors—to discuss opportunities, challenges and gaps in implementation efforts.

Over the past year, the collaborative has:

- Served as a hub for information on statewide energy and climate action in New Hampshire.
- Created connections among institutions, individuals, and networks that are active in the state energy and climate arena.
- Provided a forum for problem-solving on energy and climate issues in the state that are not addressed by existing institutions, individuals and networks.
- Tracked progress of statewide actions against the 67 recommendations in the Climate Action Plan.
- Shared stories through a variety of communication avenues.

Also in the past year, since the release of the plan:

- Auctions of allowances for emissions of carbon dioxide from electric power plants conducted under the Regional Greenhouse Gas Initiative raised \$21 million for energy efficiency projects in New Hampshire between

September 2008 and April 2010, which in the first round of grants resulted in:

- More than 30 energy efficiency training opportunities.
- More than 709 people trained in energy efficiency.
- 500 energy efficiency projects completed or underway.
- More than 185 buildings received energy audits or benchmarking information.
- In fiscal year 2010, the Renewable Energy Fund disbursed \$1.34 million to 237 homeowners for distributed electric generation facilities such as solar photovoltaics and wind turbines.
- The Green Launching Pad, administered by the University of New Hampshire, was established to provide a mechanism for start-up green companies to obtain some funding through a competitive technology program.
- Through the Municipal Energy Assistance Program, 48 towns are measuring and beginning to manage energy use and become project-ready.
- Retail Merchants Association of New Hampshire, through its Energy Efficiency Program, met its first year goal of enrolling 25 businesses into its energy retrofit demonstration project within nine months.
- The American Recovery and Reinvestment Act of 2009 was created to stimulate the economy and these grants will inject a total of more than \$70 million into New Hampshire's economy for energy related projects.

In addition, through the Collaborative's Social Process Tracking Database, over 50 implementing partners have been identified and many success stories shared on efforts to implement the Climate Action Plan since March 2009.

Although much progress has been made on implementation of the plan, New Hampshire has a lot of work left to do. The Granite State can only meet the goals in the Climate Action Plan with everyone's support and involvement. Every citizen, business, municipality and organization has a role to play in implementing the plan.

To learn more about the Annual Progress Review and how to get involved in implementation efforts, visit the NH Energy and Climate Collaborative's website at <http://nhcollaborative.org/APR.shtml>. ■

PARTNERSHIPS

Council celebrates its 20 years of protecting the Gulf of Maine ecosystem

In early June, the Gulf of Maine Council on the Marine Environment celebrated its 20-year anniversary with a gala event in Portland. The event was attended by 70+ people, including the directors of numerous federal, state and provincial agencies. Several long-time council members were recognized for their extraordinary contributions to the ecological wellbeing of the region, and a “wall of achievement” slide show documented 20 years of accomplishments and milestones.

“For years the Gulf of Maine Council has quietly worked behind the scenes to sustain the precious natural environment that makes the Gulf of Maine so beloved by the millions who live, work, and vacation here,” said DES Assistant Commissioner Michael Walls, this year’s chairman of the council. “It feels wonderful to finally celebrate some of our successes and to recognize a few of those who have given so much so that future generations can prosper and enjoy the region’s rich resources.”

Since its first official meeting in June 1990, the Gulf of Maine Council has united the states of Maine, New Hampshire and Massachusetts with the Canadian Provinces of New Brunswick and Nova Scotia in common purpose to ensure the protection and sustainable use of the magnificent coast, clear

waters, and abundant wildlife in the Gulf of Maine region.

“We recognized that the waters, fish, and wildlife within the Gulf of Maine are not limited to political boundaries, and that a unified and collaborative approach was needed in order to conserve them,” said David Keeley, one of the founders of the council who was at that time the Director of the Maine Coastal Program.

In addition to an extensive library of original scientific research, conference reports, and other publications, some of the council’s achievements include:

*The Gulfwatch Program, which since 1991 has monitored shellfish in various locations throughout the Gulf of Maine for levels of harmful toxins, providing a valuable tool for resource managers and regulators throughout the region.

*The *Gulf of Maine Times* newspaper with 10,000 e-subscribers, including scientists, decision-makers, businesses, and academic institutions throughout the region.

*The Ecosystem Indicators Partnership, a consolidation of Gulf-wide information on coastal development, contaminants and pathogens, eutrophication, aquatic habitat, fisheries and aquaculture, and climate change. The partnership’s work is uniquely capable of conveying to managers and decision-makers the linkages between science, management, and ecosystem goals at a regional scale, while highlighting connections between ecosystem conditions and human needs.

“The council has provided a framework for the states and provinces to learn from each other, share data, and work on common goals,” said council member Don Hudson, outgoing president of the Chewonki Foundation. “With the added pressures of climate change, ocean acidification, increased energy production, and population growth, the work of the council takes on an even great urgency. Though we celebrate today, the work before us remains daunting.”

More information about the Gulf of Maine Council on the Marine Environment is available at www.gulfofmaine.org. ■

ARRA PROJECT HIGHLIGHT



Students board one of two new, “cleaner” school buses recently acquired by the Gorham, Randolph and Shelburne Cooperative School District. The 2010 buses are state-of-the-art models—the first in New England that will meet emission standards that are up to 25 times more stringent than the buses they replace. Funding is being provided through federal stimulus money under the Diesel Emission Reduction Act program, which DES administers in New Hampshire.

A graphic with a light blue background. On the left is a white bird silhouette. In the center, the text reads "DES on twitter" with the Twitter logo. Below that, it says "Follow DES news at twitter.com/nhdes and Beach Closures at twitter.com/nhdes_beaches".

DES on 
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Immune from abandoned gas stations?

Recently, a New Hampshire environmental consultant returned from a trip to Florida where he was surprised by the number of vacant gas stations. Similar observations were made during visits to Indiana and Massachusetts. Although New Hampshire has vacant gas stations, the question came to mind, why are there more vacant gas stations in other states?

A little research revealed a potential explanation. In New Hampshire, purchase and/or redevelopment of a gas station is facilitated by a number of programs. First of all, EPA requires financial assurance for cleanup at all operating gas stations. New Hampshire meets this requirement via a dedicated state fund: the Oil Discharge and Disposal Fund or ODD Fund, which receives its revenue from a fee on petroleum imports. Florida is one of 12 states that does not operate a state financial assurance fund; gas stations either obtain costly insurance or close down.

Cleanup of underground fuel storage tank releases average \$127,216 per site nationally. In New Hampshire, contractors can directly request reimbursement for cleanups from the state's ODD fund. This reduces financial hardships and improves access to funds from liability adverse lenders. Although Massachusetts maintains a fund, the fund is not dedicated and is under-funded by its legislature. The Massachusetts fund runs out of money early in the year, and the average wait for reimbursement is seven months. In Florida, only releases that occurred prior to December 31, 1998 are being cleaned up with state funding. Even this limited Florida fund

has an enormous backlog of sites waiting for cleanup funding – 46 percent of all eligible sites.

When buying a tank system, buyers want hardware that prevents spills from occurring. Double-wall piping and tank systems are the gold standard. New Hampshire has required double-wall tanks since 1985. New Hampshire's foresight means we have a higher percentage of double-wall tank systems than most other states.



Tanks removed using stimulus funds at a vacant gas station.

Other states are trying to catch up. Indiana required double-wall tanks for new installations in 2009 and Florida started in 1998.

These factors alone are sufficient to result in fewer vacant stations and were achieved with gasoline prices consistently at or below the national average. DES is pursuing a variety of initiatives that increase our inherent advantages. New Hampshire received Brownfields and Stimulus funds for the cleanup of leaks from underground storage tank systems. DES has aggressively used these funds to remove tank systems and conduct cleanups at abandoned, foreclosed or financial stressed gas station sites. To date, 24 tanks have been removed, over 2,000 tons of contaminated soil have been addressed and several remedial systems have been put in place. Florida, by contrast, has returned over \$9 million in tank cleanup stimulus funds.

Hard work and good legislation inoculated New Hampshire against the national epidemic in vacant gas stations. Resting on our laurels is not an option, however, based on the rapid changes in the transportation sector that may result from future climate change measures. ■

AIR RESOURCES EVENTS

At right: Kathleen Brockett explains basic concepts of air quality and visibility to a group of 8th grade students from Jaffrey-Rindge Middle School during their "Clean Air Hike" and visit to the DES air monitoring station on Pack Monadnock in late May.



Left: Dolores Rebolledo, Granite State Clean Cities Coalition coordinator, stands next to a Wheego electric car, one of the many advanced technologies vehicles on display at the first "Green Your Fleet!" event for Northeastern fleet managers held June 4 in Manchester, and sponsored by the GSCCC. Slide presentations from the event are available at www.granitestatecleancities.nh.gov/workshops/presentations.htm.

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Hemisphere by the American team, including Stewart. Other funds were put toward serving two large meals-- consisting of a plate of rice, beans and a small piece of chicken--to over 200 people, mostly children, in LaSaline, another of Haiti's poorest areas.

"The food distribution and the meals went very well," Stewart said. The meals were a positive alternative to



Clay pancakes dry on a former basketball court. They are bought by parents who have nothing else to feed their starving children.

what some Haitian children are given when there is no food available. "In LaSaline, we saw three women working hard whipping oil, water and clay in large wooden bowls. This "batter" was then dried on the pavement of a former basketball court to make clay pancakes,"

Stewart said. "These clay pancakes, which have negative nutritional value, are sold to parents to feed to their children when there is nothing else to put in their stomachs. This was very difficult and sad to see."

While in Haiti, in addition to providing support for food, Stewart continued to work with an orphanage and on the construction of an operating school, both of which remarkably survived the earthquake. The orphanage, which had about 30 children just prior to January 12, had swelled to 60 children due to the deaths of parents by the earthquake. The school is in session again, whereas many other schools collapsed in the earthquake with terrible results. It currently serves around 400 students, which is down from January because many families who were left homeless have evacuated to the country side. Every sponsored child at the school receives an education and a daily meal for \$25 per month. Children who are hungry cannot learn well so this provides a chance that they would not otherwise have.

The school could grow to around 2,000 children in the next few years as the situation stabilizes, and if funding becomes available, to serve the children whose schools were destroyed. Education does not guarantee their future, but without it there is little hope. And, the public school system in Haiti is virtually nonexistent.

Finally, Stewart noted, "Because DES staff and others gave so much for this trip, we, somewhat reluctantly, held back some of our funds to invest later this year in some

very small, simple, effective and inexpensive water filtration systems for families to help prevent dysentery, which is common and potentially deadly to undernourished children. We learned about these new devices while in Haiti, and concluded that there could be no better way for some of the funds provided by New Hampshire's environmental and public health professionals to be invested than to help provide clean drinking water in a sustainable manner to some Haitian families."

Stewart wanted to be sure to thank everyone that contributed to this effort, especially several DES staff members, including Mary Ann Tilton, Carolyn Guerdet, Pam Matott and Gloria Andrews, who helped with the fund-raising efforts, including an impromptu ice cream social that raised \$653 in just two hours! ■

Grow a giving garden

With over 100,000 people in New Hampshire living below the poverty line and even more in need for food assistance, DES staff have initiated a "Giving Gardens" project to help meet the need. Through this project, DES staff who have home gardens have been encouraged to plant a little extra this summer, so that the additional fresh vegetables may be donated and delivered on a weekly basis to the Friendly Kitchen of Concord. By way of our modest example, we encourage other businesses and organizations to coordinate their own "Giving Gardens" projects. ■



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